



EXCELLENCE IN GOVERNMENT
AND -GOVERNMENT

FELLOWS PROGRAMS

2005 – 2006

L E A D E R S H I P

EXCELLENCE IN GOVERNMENT AND -GOVERNMENT FELLOWS

Getting Results for the People You Serve

The challenges facing leaders in government are more demanding and complex today than ever before. Americans look to government for leadership on a wide range of issues—security, jobs, healthcare, the environment, education—and expect results. Responsive public leadership requires a relentless focus on important results—“moving the needle” in a positive direction despite formidable and constantly shifting obstacles. The need for leaders who are visionary, flexible, courageous, and accountable for results has never been greater.

A New Model of Leadership— A Mission for Excellence

Leaders who thrive in this dynamic paradigm of responsive government are **committed to excellence**—they focus on **vision, goals, actions, and results**.

They are **collaborative**—they **build teams**, forge **strategic partnerships** with businesses, governments, non-profits, and citizens.

And they use **smart strategies and tactics**—they know that improving the business of government begins with **accountability**.

It is all about results in the public interest.

The Fellows Programs— A Commitment to Excellence

The non-profit, non-partisan Council for Excellence in Government brings over 20 years of experience to its mission of improving government performance. The **Excellence in Government Fellows** and **e-Government Fellows** programs are proven, recognized initiatives focused on building strong public-sector leadership and management, driven by innovation and focused on results.

Over the course of a year, during which Fellows remain in their full-time jobs, the programs concentrate on achieving results and delivering powerful lessons about leadership. The programs are designed to complement the core qualifications for members of the Senior Executive Service outlined by the Office of Personnel Management (OPM). The programs also meet the interagency training requirement necessary for OPM-approved candidate development programs.

The programs offer a transformational experience that encourages Fellows to think differently and lead more effectively. The programs draw on the Council's cross-sector approach to tap expertise from top practitioners in both the public and private sectors.

The Fellows programs are central to the Council's mission of improving the performance and accountability of government. The programs are designed to give Fellows strategic tools as well as opportunities to exercise results-oriented leadership under the guidance of highly skilled and experienced professionals. They provide the ultimate on-the-job development for leaders in government.

Lead for Results—a Return on Investment

The Excellence in Government and e-Government Fellows programs emphasize a practical, immediate, hands-on approach to learning to lead for results. Fellows meet for a total of 21 days over the course of a year to study in teams of 20-25 under the guidance of a professional coach. The teams may consist of individuals from across government or from one agency. As a central feature, the Fellows, with support from their agencies, their coaches, and project sponsors, identify significant, measurable projects that can produce visible and important results within the program year.

“Participating in the Fellows Program gave me a deeper understanding of effective leadership and the ability to get results. I was exposed to a wealth of knowledge, a network of colleagues, and practical tools. The value to me personally and to my agency has been truly significant. In fact, I now send members of my own staff to it.”

— Fellow from the United States Coast Guard

For the investment of time and resources, the growth curve is steep, as Fellows learn to measure and achieve results in complex environments, navigate difficult ethical situations, and apply business knowledge to government problems. The curriculum allows Fellows to actually apply what they are learning and generate a return on the investment in the program for themselves and their agencies. Fellows build new leadership skills as well as a clear understanding and renewed commitment to the vision, values, and missions of their agencies. Graduates join a network of more than 2,000 former Fellows across the federal government who remain connected through special events and online resources. The benefits of the program extend beyond individuals and agencies by contributing to a better performing, results-oriented government.

Learn with the Best

Fellows learn from the most forward-thinking, results-driven individuals and organizations in the country—Fortune 500 CEOs; top federal, state, and local government administrators; academics from the most respected institutions of higher learning; and other leaders in the public, private, and nonprofit sectors. The Council often draws from its membership of 750 Principals (former government officials now in the private and nonprofit sectors), select corporate partners, expert Council staff, and the graduates of the Fellows program itself. Professional coaches, with experience in government, guide Fellows' teams through insightful assessment, feedback, reflection, and examination.

Council Principals

Principals are a prestigious group of individuals who have served as public officials and now hold leadership roles in corporations and a wide range of other non-governmental organizations. Their diverse backgrounds, innovative ideas, and

informed perspectives play an important role in driving the work of the Council.

Coaching and Real-Time Practical Feedback

Fellows are guided by coaches—seasoned professionals who understand the complex, changing landscape of the government workplace. Coaches challenge Fellows as a team to learn from each other and to take the lessons—from readings, guest speakers, benchmarking visits—and apply them in their own workplace. They also work with Fellows one-on-one, through assessment and feedback, to identify and capitalize on opportunities to lead more effectively.

Benchmarks and Guest Leaders

Benchmarking sessions combine extensive preparation and research, direct observation, and rigorous discussion of leading practices. Fellows confer with a range of leaders in an organization—learn how people with similar challenges in public, non-profit, and private sector settings are using leadership tools to succeed. These visits include ample opportunities to get answers about leadership from people with proven track records in diverse situations. Over the last few years, Council Fellows have learned from the following organizations: 3M, Apple, Ben & Jerry's, Booz-Allen Hamilton, D.C. Central Kitchen, Federal Emergency Management Administration, Microsoft Corporation, Rochester Institute of Technology, S.C. Johnson, Starbucks Coffee Company, United States Geological Survey, and Xerox Corporation. (For a complete list of benchmark site visits, please see www.excelgov.org.) Winners of the well-regarded annual Innovations in American Government Awards, co-sponsored with Harvard's Kennedy School of Government, are a rich resource for benchmarking opportunities.

“The benchmarking experiences were tremendous, not only because they taught me transferable specifics about the successful implementation of change, but because they challenged what I knew.”

Fellow from the Department of Education

EXCELLENCE IN GOVERNMENT AND -GOVERNMENT FELLOWS

Getting Results in a Time of Crisis through Bold Leadership

A major earthquake hit Los Angeles on the morning of January 17, 1994, crippling five of the region's freeways, including the Santa Monica Freeway, the world's busiest at the time. Damage to this vital road cost the local economy over \$1 million a day. Rebuilding would require coordinated efforts by federal, state, and local governments, as well as private contractors. Early estimates suggested that repairs would take up to two years.

Jim Bednar, a Senior Fellow who served as chief of the Federal Highway Administration's Los Angeles operations, found a chance to put his training into practice. The disaster offered an opportunity to experiment with innovative techniques to reduce recovery time. Bednar served as part of a team that introduced ground-breaking contracting reforms to shorten the process. Contractors faced healthy performance incentives. The main contractor would get a bonus of \$200,000 for every day under schedule and a similar penalty for every day over schedule.

This bold approach encountered skepticism from both outside observers as well as team members. "We had to get everyone to buy into the new processes we were using. We had to get everyone to believe that we could get things done quickly if we all pulled in the same direction," Bednar said.

The team's work produced spectacular results. The Santa Monica Freeway reopened less than three months after the earthquake, and more than two months ahead of the contractor's schedule.

Strengthen Strategic Tools

Fellows build the tools to lead people, communicate effectively, form partnerships, remain focused and flexible in changing work environments, and achieve important results. They leave the program knowing how to formulate a vision consistent with an agency's mission; set goals and take actions toward achieving them; and measure and achieve effective results in complex environments. Participants develop a better understanding of the range of management frameworks and tools—such as the Government Performance and Results Act (GPRA), the Information Technology Management Reform Act and the E-Government Act—and their common goals:

- The focus on results
- Goal setting and performance planning
- Improving government effectiveness and efficiency
- Reporting performance to the public
- Improving resource allocation, program design, and program management decisions
- Increased use of high quality program evaluation

The Fellows programs focus on the strategic roles of information technology, performance management and budgeting, effective acquisition, managing human capital, managing and using high quality financial data, asset management, and more. Most importantly, the programs stress integrating these various tools into strategies for achieving agency and program mission and goals.

“Our coach was outstanding. He never let us off the hook. His feedback was always right at the heart of the matter. I learned a lot about myself...This was a life changing experience.”

Fellow from Health Resources and Services Administration's Denver field office

Two Choices to Maximize Results:

I. The Excellence in Government Fellows Program or The e-Government Fellows Program

We invite you to apply for the Excellence in Government Fellows program or the e-Government Fellows program. Both Fellows programs are for committed civil servants who want to improve their leadership skills, achieve important results for the public, and are leaders with the responsibility of delivering mission-critical results for their organizations.

Fellows in each program are exposed to the leadership concepts, tools, and approaches critical to delivering results for their agency. The Excellence in Government Fellows come from a variety of career paths and leadership and management responsibilities. Typically, e-Government Fellows are leaders responsible for implementing technology solutions to help improve performance.

With support from the National Science Foundation, the Council designed the e-Government Fellows program to address the leadership challenges associated with the technology transformation in government. Across government, this role shares common challenges and a common language.

E-Government Fellows share the benefits of the full community of Excellence in Government Fellows and focus on the leadership challenges inherent in the application of technology to improve performance and achieve important results. Participants meet with public and private sector leaders to learn the best practices on topics such as the strategic use of technology, investment strategies, operations across traditional organizational boundaries, security and privacy, e-services models, governance and funding of cross-organizational initiatives, and data sharing.

The Council's Focus on Information Technology and Digital Government

In 1997 the Council established its Intergovernmental Technology Leadership Consortium, drawing private, nonprofit, and academic experts and leaders for discussion of important information technology issues, priorities, and best practices. The group produced "The Next American Revolution", a blueprint with recommendations for implementing e-government that served as the basis for the E-Government Act of 2002. Members of the Consortium serve as a resource for Fellows results projects, benchmarks, and leadership work. E-Government Fellows also partner with the CIO SAGE program, the first-of-its-kind network of former federal, state, and local Chief Information Officers.

EXCELLENCE IN GOVERNMENT AND -GOVERNMENT FELLOWS

Getting Critical Mission Results through Leadership

Geralyn Johnson, a Senior Fellow from the Bureau of Primary Health Care at HHS initiated a much improved tuberculosis (TB) screening process for use with illegal immigrants and refugees. The traditional TB screening process conducted at Immigration and Naturalization Service Processing centers took up to 5 days and often immigrants were released before the process could be completed. The new system takes 4 hours and now more detainees with active TB are identified and treated prior to release. Because TB is highly infectious, each instance of prevented TB saves lives and treatment costs. In the case of multiple drug-resistant TB, the cost savings per case is between \$250,000 and \$300,000.

II. Identify an Agency Team or Join a Cross-Agency Team to Achieve Results

An agency or organization may select and shape a team of participants to work together to help achieve specific results.

A team of 20 to 25 leaders, hand-picked by an organization's leadership to participate in the Fellows program, can focus on an explicit agenda, developed with assistance from leaders of the organization. Guided by a professional coach, these Fellows collaborate closely with their organization leaders and project partners to develop strategies, timetables, specific work products, milestones, and assessment tools.

The Food and Drug Administration used this model to identify a team of Fellows that successfully worked with their agency's top management to dramatically improve the speed and effectiveness of the drug approval process. Recently, a team of Fellows from the Department of Housing and Urban Development collaborated with the department's senior leadership to address several human capital issues facing that agency. One team provided the department with a model to encourage its Federal Career Interns to make a career commitment to the department and its mission.

An agency or organization also may seek the benefits of a team that includes Fellows from other organizations. This approach can bring diverse perspectives and insights to the results projects. Whether a Fellows team undertakes a project to benefit their own agency or joins with Fellows from other agencies, the team approach is central to the program.

“The Fellows program helped me to think about how you change the culture of an organization.”

Fellow from the Department of
Health and Human Services

“Meeting leaders from other sectors was an eye opener. I found myself more motivated, bubbling with ideas about making change. I feel more confident about the kinds of risks leaders need to assume. Building a network of people across the government will be a mainstay for me.”

—Fellow from the Federal Energy Regulatory Commission



THE PROGRAM

The *Leadership Delta* model is the foundation of the curriculum. This approach, named to reflect our commitment to change, embraces the several dimensions of leadership that add up to results in the public sector. The interactive learning activities bring the model to life as Fellows:

- Clarify and **communicate** a powerful **vision**, a clear **mission**, and shared **values**
- Define important **results** and **develop critical performance measures** that will steer the organization toward accomplishing them
- Take **actions** to achieve results, including **leading change**, **leading people**, and **building coalitions and partnerships**
- Build **strategic business acumen and skills** in order to conduct the business of government in a manner that delivers results for the American people
- Understand that public service is a **public trust**, and that the highest obligation of every individual in government is to fulfill that trust
- Value **diversity** in the workforce and leverage the opportunities it presents
- **Communicate** and **advocate** organizational priorities to senior leaders in government and the private sector, making clear and convincing presentations, and facilitating an open exchange of ideas

Who Should Apply?

The Council seeks exceptional candidates from across federal and state governments who are committed to enhancing their own leadership skills and to accomplishing results in their organizations. Candidates must:

- Have a record of strong accomplishment and demonstrate high potential
- Rank at the Grade 14 or 15 level or the equivalent in the military, state, or other pay systems. Exceptional managers at the Grade 13 level also may apply
- Be based in the greater Washington, D.C. area or be able to travel to Washington and other locations for meetings
- Find a sponsor within the candidate's organization who will support participation throughout the year

Executive Core Qualifications and Leadership Competencies

Leading Change

- Creativity & Innovation
- Continual Learning
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

Leading People

- Conflict Management
- Leveraging Diversity
- Integrity/Honesty
- Team Building

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen

- Financial Management
- Human Resources Management
- Technology Management

Building Coalitions/ Communication

- Influencing/ Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication

EXCELLENCE IN GOVERNMENT AND GOVERNMENT FELLOWS

CONTINUE THE LEADERSHIP NETWORK

ABOUT THE COUNCIL

The Council for Excellence in Government is an independent 501(c) (3), non-profit, non-partisan organization founded in 1983 and based in Washington, DC. Its mission is to improve the performance of government and increase the trust and participation of citizens in their government and democracy. Financial support comes from project grants and other funding from government agencies, corporations and philanthropic foundations, as well as individual membership contributions.

The Council for Excellence in Government works to:

- Attract and develop talented people for public service.
- Encourage innovation and results-oriented performance in government.
- Promote electronic government as a tool for improving performance and better connecting people to government.
- Improve the connection between citizens and government and encourage their participation in governance.

The Council has a variety of programs and activities to fulfill these goals. In the leadership and performance area, in addition to the Fellows programs, the Council has provided assistance to presidential appointees during both the Bush and the Clinton administrations through various programs to assist in effective, productive performance. Activities relating to technology and e-government solutions are another focus of the Council. The Council also sponsors several award programs such as the

Innovations in American Government program with Harvard University and the Elliot Richardson Prize for Excellence in Public Service.

To promote increased citizen trust and participation in our government, the Council has developed and implemented a variety of activities targeted primarily at young people in the areas of public service, voting, and trust in government. The *Campaign for Young Voters*, *Take Your Kids to Vote*, the *Campaign for the Civic Mission of Schools*, and the *Media, Citizens and Democracy* project are a few of the Council's programs in this important area. In addition, the Council initiated the *Homeland Security from the Citizens' Perspective*, a series of town hall meetings, polls, working groups, and other activities to better inform crucial government decision-making.

The Scotty Campbell Senior Fellows Program

Graduates of the Fellows programs join the group of more than 2,000 leaders across the federal government connected through the Council's Scotty Campbell Senior Fellows Program—a vital part of the Council community. Senior Fellows are invited to a range of Council events from discussion sessions, like the Evenings of Excellence series, to performance workshops focused on specific topics such as financial management or e-government, to the annual Excellence in Government Conference. Also, Senior Fellows enjoy access to a Skills Bank, an online resource for finding experts on specific topics.

Program Calendar

Session Theme	Approximate Timing	Session Length
Session 1: Program Kick-off & Mission, Vision, Values	October 2005 (Outside of Washington, DC area)	3.5 Days
Session 2: Results	November/December 2005	3 Days
Session 3: Leading People	January/February 2006	3 Days
Session 4: Leading Change	March/April 2006 (Outside of Washington, DC area)	3 Days
Session 5: Building Partnerships & Coalitions	May 2006 (Outside of Washington, DC area)	3 Days
Session 6: Business Acumen	June/July 2006	3 Days
Session 7: Synthesis, Integration, & Celebration	September 2006	2.5 Days

KEY DATES AND TUITION

Council staff will review applications as they arrive. Thus the earlier an application is received, the earlier the applicant will receive notification regarding acceptance. The Council may request an interview with a candidate at any time during the application process.

APPLICATIONS ARE ACCEPTED BEGINNING APRIL 1, 2005. APPLICATIONS WILL BE ACCEPTED ON A ROLLING BASIS THEREAFTER.

Applications may be submitted electronically at www.excelgov.org or via e-mail to cwingo@excelgov.org or fax (202) 728-0422. Electronic applications are strongly encouraged.

ACCEPTANCE NOTICE:

Applications received by June 10, 2005 will receive notice of acceptance by July 15, 2005. Applications received after June 10, 2005, will be reviewed on a rolling basis, with notice of acceptance sent within three weeks of receipt of a complete application.

KICK-OFF SESSION: October 17–October 20, 2005

The kick-off session of the 2005-2006 Fellows Programs will be held in Williamsburg, Virginia.

TIME COMMITMENT

Approximately 21 contact days during the program year for both the Excellence in Government and e-Government Fellows Programs. Fellows work on assignments and projects between each session.

TUITION DUE DATE: October 31, 2005

Tuition payments are due to the Council. Purchase Order, check, and credit card are accepted.

TUITION

Tuition for the *Excellence in Government* and *e-Government* Fellows program is \$9,400.

Tuition includes:

- 21 contact days, including benchmarking and guest leader visits*
- Books, readings, and other materials
- Self-assessment tools and analysis
- Individual coaching and development planning around self-assessment results
- On-line collaboration tools
- Access to the Council's resources, expertise, and networks
- Invitations to special Council events, such as Evenings of Excellence
- Use of the Fellows Skills Bank and invitations to Senior Fellows activities

*Sponsoring organizations are responsible for travel expenses associated with events held outside the greater Washington, DC area. The dates of the Fellows sessions are outlined in the program calendar. The estimated maximum cost for these trips is \$2,500 per Fellow, based on travel from the greater Washington, DC area.

ONLINE OR PAPER APPLICATIONS

For an online application, please go to www.excelgov.org.

If the applicant chooses to submit a paper application, please forward the completed application to:

Fellows Program
Attn: Chris Wingo
Council for Excellence in Government
1301 K Street, NW
Suite 450 West
Washington, DC 20005

Questions can be directed to Chris Wingo.

EXCELLENCE IN GOVERNMENT AND -GOVERNMENT FELLOWS

FELLOWS PROGRAM APPLICATION

Program you are applying to: ☐ Excellence in Government ☐ e-Government

NAME		
TITLE		
AGENCY		
OFFICE/WORK UNIT		
DEPARTMENT/BUREAU		
OFFICE MAILING ADDRESS		
HOME MAILING ADDRESS		
OFFICE TELEPHONE	FAX	EMAIL
CURRENT GRADE/RANK		

HOW DID YOU HEAR ABOUT THE PROGRAM? (CHECK ALL THAT APPLY.)

☐ ADVERTISEMENT ☐ AGENCY ANNOUNCEMENT ☐ CURRENT/SENIOR FELLOW ☐ TRAINING COORDINATOR ☐ SUPERVISOR ☐ COLLEAGUE

Professional Background

Please provide your resume or professional vitae including your educational background. (Maximum three pages)

Essay Responses

1. Why are you applying to the Excellence in Government or the e-Government Fellows program? As part of your answer, indicate individual leadership skills that you wish to develop and how you would like to contribute to your organization's mission. (Maximum 300 words)

Please answer EITHER 2a or 2b.

- 2a) Describe an issue or problem at work that you tackled where the results differed from your original expectations. What lessons did you learn about building coalitions, forging partnerships, establishing goals, and getting results? (Maximum 300 words)
- 2b) Describe one of your professional failures. What did it teach you? (Maximum 300 words)

E-Government Fellows applicants must answer the following question:

3. Describe your vision of how your agency should/could operate in an electronic government environment. What would change? Why? What would be the impact of these changes for your stakeholders and the American public? (Maximum 300 words)

Checklist to Complete an Application

- Candidate identification data
- Statement of Recommendation
The Statement of Recommendation should be written by a senior leader within the organization with knowledge of the candidate's commitment to improving government performance and becoming an effective, results-oriented leader
- Professional Background information (Resume or Professional Vitae)
- Essay Responses
- Applicants for the e-Government Fellows program should include a response to the additional question number 3, above

Application files will be kept confidential

STATEMENT OF RECOMMENDATION

In applying to one of the Fellows programs offered by the Council for Excellence in Government, a candidate is making a commitment to improving the performance of government and to becoming an effective leader who accomplishes results. The Fellows programs are highly competitive. Your assessment of the candidate's performance and potential is an important component of the selection process. If the candidate is accepted, you or someone else in the Fellow's organization will be asked to assume the role of sponsor and play a part in supporting and guiding the Fellow throughout the year.

Please give us your candid thoughts about the candidate. The following questions are offered as a guide.

- How has the candidate demonstrated leadership and the potential to grow as a leader?
- How will your organization support the candidate in initiating the innovative leadership methods gained in the program?
- How will the candidate, your organization, and the government benefit from the candidate's experience as a Fellow?

NAME OF CANDIDATE

YOUR NAME

TITLE

AGENCY

MAILING ADDRESS

MAILING ADDRESS

PHONE/ FAX/EMAIL

ARE YOU A SENIOR FELLOW (GRADUATE OF THE *EXCELLENCE IN GOVERNMENT FELLOWS* PROGRAM OR *E-GOVERNMENT FELLOWS* PROGRAM)?

THE COUNCIL FOR
Excellence
IN GOVERNMENT

1301 K Street, NW
Suite 450 West
Washington, DC 20005

202-728-0418
Fax: 202-728-0422

WWW.EXCELGOV.ORG



1301 K Street, NW
Suite 450 West
Washington, DC 20005

202-728-0418
Fax: 202-728-0422
WWW.EXCELGOV.ORG

Non-Profit.Org
U.S. POSTAGE
PAID
Permit 2388
Washington D.C.